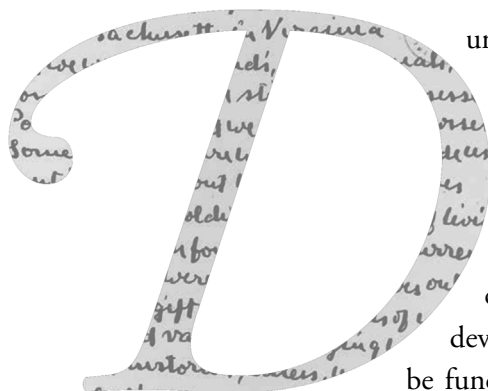


## Office of the Librarian

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uring fiscal 1999, the Library planned for its upcoming Bicentennial in 2000, which will be celebrated with a commemorative stamp and coin and with other events and initiatives aimed at honoring the nation's library and libraries everywhere.

The Library continued to implement its physical security and computer security plans. A plan was developed for major physical security improvements to be funded under a \$17 million appropriation pursuant to provisions of the Omnibus Consolidated and Emergency Supplemental Appropriations Act, 1999, Public Law 105-277. At year's end, nearly all of the Library's mission-critical computer systems were Y2K compliant.

The Library participated in a congressionally supported Russian Leadership Program that enabled emerging Russian political leaders at all levels of government to gain firsthand exposure to the American free-market economic system. From June through September, participants visited forty-six states and met with current and past U.S. presidents, members of Congress, governors, mayors, and civic leaders.

During the year, the Library launched a mentoring program to assist junior staff members in their career development and to meet the challenges posed by an increasing number of staff members becoming eligible for retirement.

## BICENTENNIAL PROGRAM OFFICE

The Library of Congress will celebrate its Bicentennial on April 24, 2000. To meet the challenge of a yearlong program of events, the Bicentennial program manager was joined this year by a Bicentennial program assistant and a computer specialist. Several members of the Library staff were detailed to the office to assist with various Bicentennial initiatives, while interns and volunteers provided support.

The Bicentennial Steering Committee continued to serve as the official governing board of the Library of Congress's commemoration of its 200th birthday. In partnership with the Library staff, Congress and other federal agencies, the American Library Association, national and international libraries, private donors, and Americans throughout the nation, the Bicentennial will celebrate the importance of all libraries as collectors and preservers of history and culture.

With a theme of "Libraries, Creativity, Liberty," the Library's Bicentennial officially began with a Library Family Day on May 15, 1999. Details about upcoming events were posted on the Library's Bicentennial Web site throughout the year. The James Madison Council and other private-sector donors supported planning for the following initiatives.

*Stamp and Coins.* During fiscal 1999, plans for a Library of Congress Bicentennial commemorative postage stamp took shape when Ethel Kessler, designer of the U.S. postage stamp supporting the campaign against breast cancer, undertook the project. Her design for the Library's stamp features a photograph by Michael Freeman of the interior of the dome and several arched windows in the Library of Congress Thomas Jefferson Building. The stamp will be issued on the Library's Bicentennial date, April 24, 2000, during a ceremony to be held in the Jefferson Building. Second-day issue events are planned in libraries throughout the nation.

The bill (Public Law 105-268) authorizing the Library's Bicentennial commemorative coins was signed by President Clinton on October 6, 1998. The legislation permits the minting of 500,000 \$1 silver coins (with a surcharge of \$5) and an option of 100,000 \$5 gold coins (with a surcharge of \$35) or 200,000 \$10 bimetallic (gold and platinum) coins (with a surcharge of \$50). The Library's preference was to have a silver and a bimetallic coin—the first bimetallic commemorative coin ever to be issued by the U.S. Mint. The Library will use the surcharge income to fund educational and outreach programs.

*Local Legacies.* The “Local Legacies” project is the cornerstone of the Bicentennial program. Working through their congressional representatives and with local organizations and groups, people from all walks of life are documenting America’s heritage in every state, American Samoa, and Puerto Rico. At year’s end, a total of 814 projects were registered by 66 senators and by 216 representatives and delegates to the U.S. Congress.

“Local legacies” may be defined as significant creative activities, local traditions and events, or occupations characterizing a community that are passed down from generation to generation. This grassroots effort to document them will provide future generations with a snapshot of the cultural pluralism that defined our nation at the start of the new millennium. Project documentation will be permanently housed in the Library’s American Folklife Center, and selections will be digitized and shared electronically on the Internet.

*Gifts to the Nation.* Launched in 1998, the Bicentennial “Gifts to the Nation” program allowed the Library to acquire in fiscal 1999 many of the significant items and collections identified by the Library’s curators and specialists through generous contributions by donors. A special element of the program is the effort to reconstruct the original nucleus of the Library’s collections—Thomas Jefferson’s personal collection, which he sold to Congress after the British burned the U.S. Capitol (the former home of the Library of Congress) in 1814. Although two-thirds of Jefferson’s library was tragically lost in a second fire on Christmas Eve 1851, the handwritten catalog survived. A generous contribution of \$1 million from Madison Council members Jerral and Gene Jones, along with a donation from James and Margaret Elkins, is providing the support for a global search, acquisition, and preservation of the missing titles and editions of this landmark collection. By year’s end, fewer than 700 titles remained to be located, and \$7,487,953 had been raised for other acquisitions such as the first American Haggadah; George Washington’s survey of Frederick County, Virginia; a Persian celestial globe; and the Martha Graham archives.

*Poetry for the Nation.* In honor of the Library’s 200th birthday, the Librarian named Robert Pinsky to an unprecedented third term as poet laureate. In a series of “once-in-a-century” appointments, the Librarian also named former poet laureate Rita Dove, along with Louise Glück and W. S. Merwin, as special consultants to contribute to the Library’s Bicentennial celebration of poetry. In April 1998, Poet Laureate Robert Pinsky launched the “Favorite Poem Project” with poetry readings in New York, Washington, Boston, St. Louis, and Los An-

geles. The project aims to record 1,000 Americans reading poems they love and to deposit these audiocassettes and videotapes in the Library's Archive of Recorded Poetry and Literature.

*Living Legends.* The Library's "Living Legends" program will honor artists, writers, musicians and performing artists, historians, political activists, journalists, filmmakers, sports figures, scientists, and government leaders whose personal achievements have pushed beyond cultural, social, and intellectual limits. A list of Living Legends, reflecting the breadth and diversity of America's heritage, was created with plans to honor those individuals during 2000.

*Concerts.* During fiscal 1999, a plan was formulated for a three-year series of concerts, recordings, and educational programs in commemoration of the Bicentennial. Taking its title from Walt Whitman's poem "I Hear America Singing," the series was planned as an exploration of America's musical heritage from colonial days to the end of the twentieth century. During the year, the focus was on developing the series and fund-raising for the proposed commissions and performances.

*Exhibitions, Publications, and Symposia.* The first of a series of Bicentennial exhibitions, *The Work of Charles and Ray Eames: A Legacy of Invention*, opened on May 20, 1999. Showcasing the creativity component of the Bicentennial theme, the Eames exhibition used a variety of media—from furniture and films to photographs and documents—to illustrate how this husband-and-wife team changed the face of American design with their innovation and invention.

The centerpiece of the Library's Bicentennial publications, *America's Library: The Story of the Library of Congress, 1800–2000*, remained on schedule for publication in April 2000. The *Encyclopedia of the Library of Congress*, to be published late in 2000, will include 15 articles and 150 entries about the Library's history, collections, and multifaceted programs, and about the people who shaped the institution. At year's end, *The Nation's Library: The Library of Congress, Washington, D.C.*—a new guide for visitors and researchers to be supported with seed money from the Bicentennial fund—was in development.

The first of a series of Bicentennial symposia, "Frontiers of the Mind in the Twenty-First Century," was held at the Library from June 15 to 17, 1999, and was cybercast live on the Internet. Fifty international scholars representing twenty-four fields of knowledge discussed the most important accomplishments in the twentieth century while making predictions for the next century.

*Celebrating Libraries.* In keeping with the Bicentennial goal—to inspire creativity in the century ahead by stimulating greater use of the Library of Congress and libraries everywhere—the Library of Congress and American Library Association (ALA) cosponsored the national photography contest “Beyond Words: Celebrating America’s Libraries.” Through photographs of people using libraries, “Beyond Words” captures the spirit of our nation’s libraries and the many ways they touch our lives. Libraries of all types were invited to sponsor local contests and announce their winners during National Library Week, April 11–17, 1999. National winners were later announced at the 1999 ALA Annual Conference; their winning photographs were made accessible through a hotlink on the Library’s Bicentennial Web site. A traveling exhibit is planned.

The Library collaborated with the ALA to produce a “tip sheet” of ideas for celebrating libraries and a toolkit for librarians. Sign-up sheets for public and school libraries to use in holding Bicentennial-related programs described in the tip sheet were included in the toolkit along with a poster titled “Why Do You Love Libraries?” and a display stand featuring the Library’s digitized collections on the Web. At the 1999 ALA Annual Conference, 4,000 copies of the tip sheet and toolkit were distributed, and 21,000 were mailed to public and school libraries. An additional 4,000 copies were distributed in response to phone and e-mail requests. Plans were made to include the tip sheet and the remaining toolkit contents on the ALA’s and Library of Congress’s Web sites.

#### CONGRESSIONAL RELATIONS OFFICE

The Congressional Relations Office (CRO) was the primary liaison between the Library and members of Congress, congressional committees, and congressional staff members for functions other than legislative research. In June, Geraldine Otremba, director of the CRO, was asked to serve as the chief operating officer of the Russian Leadership Program. Robert Dizard Jr. was appointed to serve as acting director as of June 1999.

During the year, CRO staff members responded to 6,500 congressional inquiries. In addition, the office arranged multiple briefings and furnished position papers and policy evaluations for congressional staff members and Library officials on issues affecting the Library.

*Appropriations.* The Library’s budget request for fiscal year 2000 totaled \$416.8 million, including authority to spend \$33.1 million in receipts. The Librarian of Congress testified before the House Appropriations Subcommittee

on the Legislative Branch on February 10, 1999, and before the Senate Legislative Branch Subcommittee on March 17 (See also appendix B: The Librarian's Testimony.) The appropriations bill was passed in the House on June 10, 1999, and in the Senate on June 16. The House and Senate approved the conference report to the Fiscal 2000 Legislative Branch Appropriations Bill on August 5, and the bill (Public Law 106-57) was signed by the president on September 29. The act provides fiscal year 2000 appropriations for the Library in the amount \$419,050,000, including authority to spend \$33.1 million in receipts, a net increase of 6.1 percent over fiscal 1999 appropriations.<sup>1</sup>

*American Folklife Center.* The Library worked closely throughout the year with the American Folklife Center Board of Trustees, resulting in permanent congressional authorization for the center under Public Law 105-275, the Legislative Branch Appropriations Act for fiscal 1999. Signed by the president on October 21, 1998, the act contained a provision that permanently authorized the American Folklife Center at the Library of Congress.

*Bicentennial Programs.* The Library worked with the House and Senate to pass the Library of Congress Bicentennial Commemorative Coin Act, signed into law on October 19, 1998. The legislation authorized up to 500,000 \$1 silver coins and up to 100,000 \$5 gold coins or 200,000 \$10 bimetallic coins of gold and platinum. After enactment, CRO assisted the Bicentennial Program Office in working with the U.S. Mint on developing designs for the coins.

The Congressional Relations Office worked closely throughout the year with the Local Legacies project team in soliciting congressional participation for documenting cultural traditions and historic events in states and congressional districts around the nation. The CRO staff assisted the Bicentennial Program Office in coordinating all congressional aspects of the initiative, including compiling project information and coordinating congressional mailings, phonebank operations, and press relations. The CRO staff also assisted in devising strategies to obtain maximum congressional involvement.

*Capitol Visitor Center.* Acting as coordinator of the Library's participation on the proposed Capitol Visitor Center, CRO continued to work on the issue with the Architect of the Capitol (AOC) and the House and Senate commit-

1. As a result of the Consolidated Omnibus Appropriations Act of 2000 (Public Law 106-113), signed by the president on November 29, 1999, an across-the-board spending cut of .38 percent reduced the Library's budget to \$417.5 million. The same legislation added \$10 million to the Library's appropriation for the Russian Leadership Program, bringing the total to \$427.5 million.

tees. The 105th Congress authorized the center and appropriated \$100 million for the project. Congress asked the AOC to submit an updated design plan to the U.S. Capitol Preservation Commission, which will have jurisdiction over the project.

In a series of discussions with the AOC, Library managers requested that the center include an auditorium and several other smaller audiovisual viewing rooms for Library use. In addition, the Library advanced a proposal to construct a tunnel between the Visitor Center and the Thomas Jefferson Building. Working with Library Services, the CRO staff prepared a comprehensive statement of the Library's request for the AOC and the commission. The AOC presented a new design plan to the commission at the close of the fiscal year. The auditorium was included in the design plan, and the tunnel was presented as an option for the commission's consideration.

*Copyright.* The Digital Millennium Copyright Act of 1998 was signed into law on October 28, 1998. It incorporated significant changes to the Copyright Act, including provisions implementing the World Intellectual Property Organization (WIPO) Copyright Treaty and the WIPO Performances and Phonograms Treaty. Section 401(b) added language to section 701 of the Copyright Act confirming the Copyright Office's authority to continue to perform the policy and international functions that it has conducted under its existing general authority since its inception.

*Financial Management.* The Congressional Relations Office submitted to the Library's House and Senate oversight committees a request for legislation to establish revolving funds for the Library's fee-based operations, to update statutory language governing the Cataloging Distribution Service, and to amend the Library of Congress Trust Fund Board's authorization to provide needed changes in the membership and quorum provisions. This legislation was drafted following extensive consultation with affected divisions within the Library. Representatives of the service units assisted CRO in briefing House and Senate oversight staff members on the proposal on September 22, 1999.

*National Technical Information Service.* The secretary of commerce announced on August 12, 1999, that the Department of Commerce planned to close down the National Technical Information Service, which is a departmental unit that acquires, organizes, and sells government technical and scientific information, and to transfer its collections and functions to the Library of Congress. After convening a meeting between the Library's management and staff and the De-

partment of Commerce to discuss the issue, CRO continued monitoring the proposal and meeting in the Library's interest with the Commerce Department and with congressional committees.

The Librarian submitted written testimony on the issue for a congressional hearing held by the House Committee on Science's Subcommittee on Technology on September 14, 1999. The Senate Commerce Committee Subcommittee on Science and Technology subsequently held a hearing, to which the Librarian submitted written testimony. CRO continues to work with the congressional committee staff members on developing the next steps.

*Sound-Recording Registry.* At the request of Representative Steny Hoyer (D-Md.), CRO worked with Library Services to develop legislation to create a national sound-recording registry, an advisory board bringing together experts in the field, and a fund-raising foundation that is similar to the Library's National Film Preservation program. The draft legislation would direct the Librarian to develop a program to ensure the survival, conservation, and increased public availability of America's sound-recording heritage. The program would be based on a comprehensive national plan for recording preservation study and action, including setting standards for future private and public preservation efforts. The program will be conducted in conjunction with establishing a state-of-the-art National Audio-Visual Conservation Center in Culpeper, Virginia.

*History of the House of Representatives.* On June 22, 1999, Representative John Larson (D-Conn.) introduced H.R. 2303, which directs the Library to create an illustrated, narrative history of the House of Representatives. The bill will allow the Librarian to appoint a scholarly advisory board, including historians as well as current and former members of Congress. Once the bill is enacted into law, CRO will participate with the Library's Publishing Office, the Library's curatorial staff, and the House Committee on House Administration to develop this history project and explore various options for its publication.

*Congressional Events.* The Library welcomed some 750 visits by members for congressional meetings and Library events such as exhibition openings, heritage celebrations, visits of foreign dignitaries, lectures, symposia, and events held in the Library's Great Hall and Members Room. During the year, CRO assisted members in hosting 109 events at the Library, more than doubling congressional use of the Library's facilities during fiscal 1999.

On November 18, Representative William Thomas (R-Calif.), chairman of



the Committee on House Administration, hosted a dinner for incoming members of the House of Representatives in the Great Hall.

The House Republican leadership held meetings in the Members Room on December 9, 1998, and on January 4 and June 22, 1999.

The Senate Democratic Caucus conducted an all-day strategy meeting in the Members Room on February 26.

On March 2, 1999, the House and Senate Democratic Caucus held a meeting in the Northwest Curtain of the Thomas Jefferson Building attended by President Clinton and approximately one hundred members of Congress. The House Democratic Caucus held a series of policy meetings in the Members Room on June 23, July 21, August 2, and September 22, 1999.

Senator Ted Stevens (R-Alaska), chairman of the Joint Committee on the Library, cohosted a dinner with the U.S. Congress and the British Parliamentary exchange group on July 22.

#### DIVERSITY OFFICE

During fiscal 1999, the Library of Congress continued to meet its goal of developing and supporting programs to enhance workforce diversity. In March 1999, recruitment began for the Library's second Leadership Development Program. The twelve-month program, supported by a grant from Madison Council Chairman John W. Kluge, is designed to train a cadre of new leaders for the library profession. Ten selectees will participate in the program.

The Diversity Advisory Council, which is made up of representatives from management, Library staff organizations, and employee labor unions, continued to meet monthly to address the Library's diversity issues. Following its 1998 report *Adverse Action Disparity in the Library of Congress*, the Management Subcommittee began plans to conduct assessments of the Library's award process and existing diversity initiatives. The Training Subcommittee continued its work on evaluating the effectiveness of the diversity training workshops. To supplement the two-day diversity awareness training that Library managers and supervisors completed in 1998, a new Web-based, diversity-training program was tested and demonstrated to the Senior Management Reporting Group. In addition, the Outreach Subcommittee began posting minutes of the Diversity Advisory Council Meetings on the Diversity Office Web site.

## OFFICE OF COMMUNICATIONS

The Public Affairs Office supported and advised the Librarian of Congress and his senior managers on media and information matters, worked closely with national and local press on Library events and initiatives, and functioned as primary liaison between the Library and the magazine *Civilization*. The public affairs officer continued to serve as acting director of communications throughout fiscal 1999.

The office administered the Library's special program for the Library of Congress (LOC) Associates (subscribers to the magazine). The program involved supervising two part-time employees—funded by the magazine—who greeted 1,414 LOC Associates; who set up once-a-week, behind-the-scenes tours with exhibition curators and docents; and who responded to 1,912 telephone calls and letters from LOC Associates. The office issued 166 press releases and fielded 3,841 phone calls, including 1,643 press calls. During the year, the office compiled more than 2,000 news clippings mentioning the Library's programs and activities. It distributed them each week to senior Library officials.

The office produced the Library's two monthly publications, the *Library of Congress Information Bulletin* and the *Calendar of Events*, as well as its weekly staff publication, the *Gazette*. It assumed the principal responsibility for the design of the Library's Web site and the public information on it.

In an effort to make the Library's Web site more accessible to a wider audience, the Public Affairs staff worked with several other offices to redesign the Library's home page and to enhance the site's appeal to new users. New features added to the site this year included "LC Today," "Using the Library," "Help and FAQ" (frequently asked questions), and cybercasts of several important events at the Library.

At year's end, the Library was selected by the Advertising Council to participate in its Children's Initiative campaign. Launched in 1995 by the nation's leading resource of public service advertising, the Children's Initiative is a ten-year effort aimed at helping all children have a better chance to achieve their full potential. With approximately \$25 million in advertising space and with creative advice donated by the Ad Council, the Library will develop and promote a new Web site geared to families. The Library will launch this new Web site on its 200th birthday on April 24, 2000, a "Gift to the Nation" during its Bicentennial year.

A principal effort of the Public Affairs Office during the year was planning for the Library's upcoming Bicentennial in 2000. A number of Bicentennial initiatives that are already under way generated extensive coverage in major print

media nationwide. Those initiatives included plans to reconstruct Thomas Jefferson's library through gifts and purchases of volumes gathered world-wide; the Local Legacies project, a grassroots effort to document America's cultural heritage in congressional districts across the country at the close of the twentieth century; and "Frontiers of the Mind in the Twenty-First Century," the first in a series of Bicentennial symposia bringing together scholars in twenty-four fields of knowledge to speculate on the future. The "Favorite Poem Project," an initiative of Poet Laureate Consultant in Poetry Robert Pinsky to collect audio and video recordings of Americans reading their favorite poems for inclusion in the Library's Archive of Recorded Poetry and Literature had the support of the office in its Bicentennial efforts as well.

The office's efforts to publicize the National Digital Library Program; Library exhibitions, publications, lectures, concerts, poetry readings, scholarly conferences, and symposia; the National Film Registry; and the Library's Web site resulted in broad media coverage. Events that garnered significant media attention were two popular exhibitions—*Sigmund Freud: Conflict and Culture* and *The Work of Charles and Ray Eames: A Legacy of Invention*, which were widely covered by the print and broadcast media, plus major donations to the National Digital Library Program, including a "snapshot" of the Internet in the form of a sculpture that was donated by Alexa Internet. Publications that generated a great deal of media interest included *Language of the Land: The Library of Congress Book of Literary Maps*, which was based on a traveling exhibition funded by a grant to the Center for the Book, and *Remembering Slavery: African Americans Talk about Their Personal Experiences of Slavery and Emancipation*, a book and audiocassette package featuring photographs and recorded interviews with former slaves.

The office worked with C-SPAN on its *American Presidents: Life Portraits* series that featured a number of Library curators discussing the lives of those presidents whose manuscripts, photographs, film, audiotapes, and other items are in the Library's Manuscript Division and other custodial divisions. As the nation's largest single repository of presidential materials, including the papers of twenty-three presidents, the Library has been a major resource for the series. The taped interviews are available online at <[www.americanpresidents.org](http://www.americanpresidents.org)>, or through a link from the Library's Web site.

Other media highlights included wide coverage of the Russian Leadership Program, a congressionally supported pilot program to enable emerging political leaders of Russia at all levels of government to gain firsthand exposure to the American free-market economic system. The program, the largest one-time visitation program in U.S. history, was announced at a press briefing in

Moscow on July 19 and in Washington, D.C., on July 20, with Dr. Billington in attendance at both events.

During the year, *Civilization* honored its commitment to publish on a regular basis a portfolio of images drawn from the Library's collections (generally written by a Library staff member) as well as an end-page photo feature called "Caption." In addition, the regular one-page column by the Librarian was changed beginning with the February/March 1999 issue to a "Curator's Choice" column, written by a Library curator. Subjects covered in the column in fiscal 1999 included the collections of the Hebraic, Asian, and Geography and Map Divisions, plus the American Folklife Center.

The office continued to publish the monthly *Library of Congress Information Bulletin* and to make accessible past and present issues on the Library's Web site. Cover stories highlighted new acquisitions such as the Edna St. Vincent Millay Collection; current exhibitions such as *Sigmund Freud: Conflict and Culture* and *The Work of Charles and Ray Eames: A Legacy of Invention*; and additions to the Library's Web site such as the Alexander Graham Bell papers and John and Ruby Lomax recordings. Other stories featured Library events such as concerts, lectures, symposia, and plans for the Library's Bicentennial celebration in 2000.

The *Gazette* published forty-six issues during fiscal 1999, covering every major aspect of the activities of the Library and its staff. Big stories that the *Gazette* followed throughout the year included the Russian Leadership Program; plans for the Library's Bicentennial, beginning with Library Family Day on May 15; and the launching and implementation of the integrated library system (ILS) project. To save printing costs, the *Gazette* limited its sixteen-page publications to four; the remaining forty-two issues were twelve pages each. The position of assistant editor was filled in April and at year's end, work was under way to make the *Gazette* accessible to staff members on the Library's staff Web site.

#### DEVELOPMENT OFFICE

During fiscal 1999, the Library's fund-raising activities brought in a total of \$14.2 million in gifts, including \$5.2 million in cash gifts and \$9 million in new pledges. The Library received 784 gifts to seventy-two different Library funds. Twelve new gift and trust funds were established. At year's end, outstanding pledges totaled \$16 million. The total amount raised since 1987 now exceeds \$143 million.

This year the Library celebrated the completion of the fund-raising for the

first phase of the National Digital Library. Major gifts included \$2.5 million from the AT&T Corporation and \$1 million from the William and Flora Hewlett Foundation. The total raised for the NDL is now \$48 million, which exceeds the original goal of \$45 million from the private sector. The Library honored the founding and charter sponsors of the NDL at a celebratory event on April 13.

Private gifts supported a variety of other new and continuing programs throughout the Library, including exhibitions, acquisitions, symposia, and an extensive series of Bicentennial programs. Major gifts include a \$1.4 million grant from the Xerox Foundation to fund the new *World Treasures from the Library of Congress* exhibition; a \$1.6 million grant from the Robert Wood Johnson Foundation to the Congressional Research Service; a \$1 million grant from the Doris Duke Charitable Foundation to purchase the Martha Graham archives and to support dance programs; and a \$1 million gift from Jerral and Gene Jones for the reconstruction of Thomas Jefferson's library.

Through the Bicentennial Gifts to the Nation program, the Library brought in thirty-five new gifts totaling \$7,487,953 for special items, collections, and programs.

The Development Office provided staff support to the James Madison Council, the Library's private-sector advisory and support group. Under the leadership of Chairman John W. Kluge and Vice Chairman Edwin L. Cox, the Madison Council has supported more than 170 projects since its founding in 1990. At the semiannual meeting on April 13–14, the program included the celebration of the National Digital Library, which was spearheaded by the Madison Council, and tours and presentations featuring the General Collections. There are currently 107 Madison Council members.

Through the planned giving program, the Library received \$250,000 in bequests, income from trusts, and other sources, bringing the total of planned giving and deferred gifts since 1994 to more than \$10 million. These new gifts supported the Hispanic Division, the Children's Literature Center, the Genealogy Collections, the American Folklife Center, the Music Division, and a conservation program.

#### SPECIAL EVENTS AND PUBLIC PROGRAMS

Fiscal 1999 was a significant year for forming new partnerships through successful events held in the Library of Congress. The Office of Special Events and Public Programs (OSEPP) served as liaison to numerous corporations, non-profit organizations, and embassies with an interest in holding events in the Li-

brary's spaces. The OSEPP staff researched and identified a network of corporate events planners, kept them informed on use of the Library's facilities and upcoming Bicentennial activities, and encouraged and coordinated site visits.

During the year, a number of major corporations and nonprofit organizations and their guests were introduced to the Library's collections and resources through events held at the Library. On each occasion, the OSEPP staff organized Library representation, speakers, docents, and displays, as well as distributing Library publications and other materials.

The office arranged 421 events during the year, including a record 47 events in April. Major events included the Freud and Eames exhibition openings, the fall and spring Madison Council meetings, the NATO dinner, the Capitol Hill Police memorial reception, and the "Frontiers of the Mind in the Twenty-First Century" symposium.

The Office of Special Events and Public Programs worked closely with the chief of staff and the Facilities Committee (general counsel, public affairs officer, development officer, congressional relations officer) to refine policy guidelines governing use of Library spaces by outside organizations. The Special Events officers also served as members of the task force on use of Library events spaces. They revised sponsor and vendor guidelines for use to further protect the Library's historic spaces and to respond to concerns of the Architect of the Capitol.

#### GENERAL COUNSEL

During the year, the Office of the General Counsel (OGC) operated under its revised organizational structure of four sections: litigation; finance; general law; and library intellectual property, legislation, and regulations. At year's end, two new associate general counsels were appointed to manage the last two sections. Throughout the year, the OGC continued its coordination with the Library's other legal offices—the Copyright Office, the Law Library, and the American Law Division of the Congressional Research Service.

During the year, the office responded to more than eight hundred formal requests for legal opinions, in addition to litigating both administrative and court cases. Thirty-seven administrative cases were inherited as a result of the reorganization of legal services that abolished the Office of the Counsel for Personnel at the beginning of the fiscal year and transferred to the OGC the responsibility for representing the Library in administrative cases. Eight administrative cases were added during the year, bringing the total to forty-five. Of the eleven cases that were heard, eight were decided in favor of the Library. Four

cases were dismissed without a hearing because the employees elected not to go forward, and two cases were settled. At year's end, thirty administrative cases were still pending.

The year began with fourteen court cases. Nine cases were added during the year. Of those twenty-three cases, two were settled, one was remanded to the Library, and seven were decided in favor of the Library. Thirteen court cases remained pending at the end of the year.

Monitoring compliance with the *Cook* case settlement agreement remained an important responsibility for the office. During fiscal 1999, there were new challenges in court alleging that the Library was not in compliance with the agreement. Those matters are now before a magistrate judge at the Library's request. The Library hired an attorney who is responsible for ensuring the Library's continued compliance with the settlement agreement.

The office reviewed numerous gift instruments and purchase agreements to add to the Library's collections. During the year, OGC staff continued negotiations finalizing the acquisition of the Martha Graham archives. A related Martha Graham legacy project provided for the creation of a video history of her choreography. The office developed an agreement for a gift from American Movie Classics to the Motion Picture, Broadcasting, and Recorded Sound Division to sponsor the continuation of the National Film Registry Tour.

During the year, the office developed administrative procedures for the Russian Leadership Program and revised the statement of work for the program's contract for travel, logistics, and program development services. The OGC provided advice to the Law Library on various issues relating to the Global Legal Information Network (GLIN), which provides online access to Library staff members on international laws and regulations in the vernacular.

The OGC continued to support the National Digital Library by providing legal clearance for online collections in multimedia formats. The staff also reviewed several cooperative agreements, including one between the Library and the New York Times Electronic Media Company (NYTEM) under which the Library makes recordings of audio materials available to NYTEM for digitization and for placement on the Internet site of the *New York Times Book Review* for free public access. This agreement will allow the Library to explore the use of digital technologies for disseminating audio materials through its own Web site.

The office assisted the Library in complying with the Copyright Royalty Tribunal Reform Act of 1993. Section 802(f) of the act requires the Librarian to review reports of the Copyright Arbitration Royalty Panels and to issue decisions regarding the payment of royalty fees. The court of appeals rendered two

opinions regarding decisions by the Librarian. One of those decisions regarding the setting of rates for satellite television carriers resulted in considerable media and congressional attention. In this case, the court of appeals upheld the Librarian's decision. In the second case, the opinion upheld the standard of review for the Librarian's action, while a portion was remanded to the Library for further consideration.

During the year, the office reviewed the Library's procurement of supplies and services, which had a total award value of more than \$100 million. Working with Contracts and Logistics Services, the office reviewed and approved several hundred contracts for experts and consultants. The OGC also provided legal guidance to the FEDLINK program, including the review and approval of many contracting documents. During fiscal 1999, no formal protests were filed regarding the Library's competitive procurement practices.

The OGC provided advice to the Library's Trust Fund Board, which accepts gifts and oversees the investment of those gifts for the benefit of the Library's collections and services. Specifically, the OGC prepared resolutions for the board's review and was responsible for poll votes and ratification of resolutions. In addition, the OGC monitored appointments to the board, coordinated its meetings, and drafted legislation and bylaw amendments for the board and correspondence for the Library relating to board matters.

The OGC advised Library officials on numerous ethics issues, including outside employment, conflicts of interest, travel, and gift matters. The OGC also reviewed 310 financial disclosure forms filed by Library officials in accordance with the Ethics in Government Act (5 *United States Code* Appendix 4, §§ 101 et seq.) The act requires review of these financial disclosure forms at the time of hire, once a year, and at the time of termination.

In keeping with its stated goal of placing all of the Library's regulations online by the end of 2000, the OGC posted an additional twenty-nine revised regulations on its Web site during the year. Forty-eight revised regulations are now contained on the Web site. The staff also placed copies of recent special announcements on the Web site as well as the Library's master labor agreements for ease of use by all Library personnel.

In cooperation with the Federal Library and Information Center Committee (FLICC), the OGC arranged several General Counsel forums. More than fifty agencies representing all three branches of government attended those forums. The first session, held in February, focused on fair use under the copyright law. The July session expanded on that and other legal issues. Future sessions will focus on trademark and Web site issues. In addition, OGC and FLICC established a listserv to facilitate the exchange of knowledge and experience among the group.



## INSPECTOR GENERAL

Fiscal 1999 was a period of transition for the Office of the Inspector General (OIG) under a reorganization plan effective October 1, 1998. Dale C. Williams was appointed inspector general on February 16, 1999. Under his direction, the office provided audit, review, and investigative reports; maintained the hotline; acted as a technical adviser to management in such areas as financial management systems and internal controls; participated on Library-wide committees; and reviewed laws and regulations. At year's end, plans were under way for a further reorganization within the OIG.

During the year, the Audit Division issued eighteen audit reports and three audit-related memorandums. Independent public accounting firms, under contract to the Office of the Inspector General, performed four financial audits and conducted eight risk assessments of heritage assets that are located in the Law Library, on the Loading Dock, or in the Prints and Photographs, Arts and Science Cataloging, Collections Management, Manuscript, Binding and Collections Care, and Conservation Divisions.

Under contract with the OIG, the accounting firm of Clifton Gunderson LLC issued a report on the Library's Fiscal Year 1998 Consolidated Financial Statements stating that the Library's financial statements were presented fairly in all material respects. For the third consecutive year, the Library received an unqualified audit opinion.

The OIG continued to operate a hotline for reporting significant instances of fraud, waste, abuse of authority, and gross mismanagement. During fiscal 1999, seventeen hotline cases were received and nine referrals were made. Of those nine referrals, eight were sent to other offices in the Library (the Office of Investigations within the Office of Security and the General Counsel), and one was forwarded to the Department of Defense. After the remaining eight cases were evaluated, five were closed and three remain open.

The OIG supported the Library's efforts to implement an Integrated Library System (ILS) by determining the adequacy and completeness of the system's security features, audit trails, and control functions that had been built into the software, and by ensuring that the system met government accounting and legal requirements. Upon review of the ILS, the OIG recommended that the ILS contractor explore ways to automatically record all item record deletions to provide adequate audit trails of transaction-processing. The OIG also evaluated the Library Employee Automated Data System (LEADS) to ensure the appropriateness of the system's internal controls and the adequacy of system testing before the system's successful implementation on September 13, 1999.

## RUSSIAN LEADERSHIP PROGRAM

The Library of Congress's Russian Leadership Program (RLP) was authorized by Congress in May (Public Law 106–31), under the leadership of Senator Ted Stevens (R-Alaska) and Representative Charles Taylor (R-N.C.). The purpose of the program was as follows: to increase mutual understanding through direct exposure to the functioning of U.S. democratic and political institutions at all levels of government; to provide Russian participants with the opportunity to observe and experience the interrelationship among elected officials, constituent groups, nongovernmental organizations, the media, and the voluntary sector; and to lay a firm foundation for a continuing dialogue for future international cooperation between Russian and U.S. communities.

The Librarian of Congress served as chair of the program that was offered June through September. Academician Dmitri S. Likhachev served as cochair until his death on September 30. James W. Symington, former member of Congress and State Department chief of protocol, served as executive director. American Councils for International Education/American Council for Collaboration in Education and Language Study (ACCELS) provided logistical support.

Working closely with the U.S. Embassy and Moscow and with the support of Ambassador James Collins, the program sought more than 6,500 nominations from a broad array of American and Russian organizations. The Library awarded grants to ten organizations to host RLP participants. During the program, 2,100 participants from eighty-three of the eighty-nine political units of the Russian Federation visited forty-six states and the District of Columbia. More than 800 families hosted RLP participants (ranging in age from nineteen to fifty-nine) in 400 communities across America.

Leadership program guests visited current and past U.S. presidents; members of the Senate and House of Representatives; governors; state legislators; jurists; mayors of communities large and small; members of city and town councils; political candidates; newspaper publishers; and civic, business, and volunteer community leaders. Participants campaigned door-to-door with political candidates; visited police and fire stations and hospitals; and met with students in schools of all levels, research facilities, businesses, shelters, and soup kitchens—thereby experiencing firsthand the intricate partnership among government, business, and the private sector.

## SECURITY

The Office of Security continued expanding its operations and programs in fiscal 1999. In an October 1, 1998, reorganization, the office expanded to in-

clude an Office of Investigations, which resulted when the investigations function was transferred from the Office of the Inspector General. On December 1, another expansion of responsibilities occurred when a multiyear contract was awarded for consolidated security guard services to complement the Library of Congress Police.

In collaboration with Library officials, the Office of Security developed a plan for major physical security improvements, which were subsequently funded under a nearly \$17 million appropriation pursuant to the provisions of the Omnibus Consolidated and Emergency Supplemental Appropriations Act, 1999, Public Law 105-277. The resulting Library of Congress Security Enhancement Implementation Plan was approved by the Library's congressional oversight committees in February 1999 as part of the U.S. Capitol Police Board Security Enhancement Plan. In March 1999, the Librarian of Congress, the Architect of the Capitol, and the chairman of the U.S. Capitol Police Board signed a Memorandum of Understanding to define relationships and responsibilities concerning the design, installation, and maintenance of physical security systems and equipment for the Library buildings and grounds.

The Security Enhancement Implementation Plan provides a multiyear program for integrated security requirements to strengthen the Library's established minimum standards—as articulated in the October 1997 Library of Congress Security Plan—for entry/perimeter security, intrusion detection, police command and control, and related law enforcement and security enhancements. In May 1999, the Library entered an interagency agreement with the Space and Naval Warfare Systems Center, a government engineering entity, to assist the Library in accomplishing the tasks in the plan.

Also in May, the Library submitted a request to the Capitol Police Board for a transfer of funds to the Library and the Architect of the Capitol. The request would obligate and expend funds totaling \$16,975,000 in support of the approved plans. It was approved on June 15 by the Senate and House Legislative Subcommittees. The Office of Security, in cooperation with the U.S. Capitol Police (USCP), prepared and submitted to Congress the required six-month report on the status of the combined Library-USCP Security Enhancement Plan. At year's end, the majority of the tasks were on time and within budget.

As the Office of Security increased its collaboration within the Capitol complex, the office took on additional duties. A significant new responsibility was involvement with Y2K issues, including developing a Critical Incident Command Center to be used by the entire Capitol complex. With the help of a multiagency task force, the Office of Security designed a communication network, developed a communication network process, designed position descrip-

tions for the key players, designed and printed numerous forms and charts for Y2K potential issues, developed test scenarios, and made plans to present a "tabletop exercise" to the decision makers from the major organizations in the Capitol complex.

The Library implemented several important physical and electronic security improvements in fiscal 1999, as follows: First, the Library implemented full electronic entrance screening of all visitors beginning in May at three major building lobbies with the installation of four X-ray machines at the Madison, Jefferson (two units), and Adams Buildings. Second, the Library installed fiber optic cables and Category 5 data transmission wiring between the Adams and Jefferson Buildings as the backbone to support installation of electronic security in fiscal 2000. Third, the Library installed surveillance and other electronic security controls in numerous exhibit areas and reading rooms. Fourth, the Library tested and evaluated electronic security systems for Y2K compliance. Fifth, the Library upgraded its Taylor Street Annex intrusion detection system, resulting in a significant cost savings. Finally, the Library continued a three-year modernization of the police radio system.

In May, the Library of Congress Police increased operations with the installation of X-ray machines and walk-through metal detectors at four public entrances. Under the Security Enhancement Implementation Plan, the police are involved in all phases of this program of major physical security improvements. Under Public Law 105-277, the Library is authorized to hire an additional forty-four police officers, two police supervisors, and five police administrative personnel during fiscal 2000. This significant undertaking, to increase the police force by 50 percent, will result in better and more efficient coverage, decreased overtime, and substantially enhanced security, which are all commensurate with the standards established throughout the Capitol complex. The police assumed this major task of hiring and training new officers while maintaining their continuing ongoing responsibilities at the Library.

In addition to these major initiatives, the police provided timely law enforcement support for all other Library functions. As in previous years, the Library police participated in the Law Enforcement Torch Run sponsored by the D.C. Special Olympics and the Downtown Jaycees.

Complementing the Library of Congress Police is the consolidated security guard contract awarded December 1, 1998, which went into effect January 15, 1999. The new contract, with Securiguard, provides security support services at the Library's three main buildings plus providing primary security at the Taylor Street Annex, Landover Center Annex, and Little Scholars Child Development Center. The contractor developed a comprehensive set of post orders and asso-

ciated security checklists for all posts and provided significant security support in several areas, including serving as reading room monitors and enforcing security requirements, providing facility security at Library annexes, monitoring exhibit areas, and supporting loading dock access control and parking operations.

The Personnel Security Office managed the Library's background investigations program to determine the suitability of employees, contractors, and volunteers and to determine an employee's eligibility for a security clearance, when appropriate. Emphasis this year was placed on conducting background investigations for contractors as required by the new awards for the food service and security services contracts. In addition, supporting a hiring initiative by the Library police under the Security Enhancement Implementation Plan became the office's number-one priority, requiring thorough but fast-tracked, preappointment background investigations. Overall year-end statistics showed 548 case openings, up 6 percent over fiscal 1998 figures and 21 percent over fiscal 1997 statistics. Case closings totaled 484, down 12 percent from fiscal 1998 but still 12 percent over fiscal 1997. The office recommended administrative action in seventeen cases, which generally involved issues of material falsification, adverse employment, or criminal history.

The Office of Investigations is responsible for receiving and acting on allegations from various sources when the allegations involve violations of law or regulations that affect Library programs and operations. Year-end statistics showed forty-one investigations opened and twenty-four closed. The criminal investigators recovered \$8,270 and assisted in recovering \$74,963.

The Office of Investigations undertook several initiatives since transferring to the Office of Security effective October 1, 1998. The office developed a Library of Congress Regulation establishing its responsibilities and authority; revised the internal Special Agent's Manual; developed a proactive training program for staff members on contract fraud prevention; and assumed a leadership role in developing guidelines, procedures, and policy to deal with potential threats to the integrity of the Library's computer network.

The Office of Security, in collaboration with the Collections Security Oversight Committee (CSOC), continued implementing the Library of Congress Security Plan, which was transmitted to the Congress on October 15, 1997. The director of security and the CSOC created four standing subcommittees that have sustained the plan's implementation: Policy and Standards, Operations, Security Awareness, and Resources. The Subcommittee on Operations developed a program and budget package addressing major aspects of ILS item-level tracking and associated controls. Special working groups integrated preserva-

tion, bibliographic, and inventory controls with the Library's security planning framework. Their grid of minimum standards served as the basis for developing integrated budget packages for evaluation by the Executive Committee. At year's end, plans were under way to issue an updated Security Plan in the year 2000.

The Office of Security and the CSOC's Subcommittee on Operations, in coordination with the Office of the Inspector General, contracted random sampling projects with KPMG Peat Marwick LLP. Those projects, the first conducted in the Prints and Photographs Division in January–February 1999, will provide baselines of theft and mutilation as follow-up samples are conducted in January 2000 and in subsequent years. KPMG provided additional random sampling templates for the Copyright Office, the general collections, and the Anglo-American Acquisitions Division.

#### PLANNING, MANAGEMENT, AND EVALUATION DIRECTORATE

In March 1999, Library regulation 2II–9 was issued to describe the functions and organization of the Planning, Management, and Evaluation Directorate (PMED). Established at the end of fiscal 1997, PMED functions to facilitate implementation of the Library's Strategic Plan, which will carry out the Library's mission.

In June, a PMED Web site was added to the Library's staff home page. The PMED Web site not only describes the functions of the office but also provides other useful information such as a glossary of planning terms, a list of training opportunities, and a bibliography of planning and management.

During 1999, PMED and the Strategic Planning Committee (SPC), which is composed of representatives of the service and support units, made substantive progress toward institutionalizing strategic planning at the Library. Two major accomplishments were achieved this year to promote the planning process: The first was developing and implementing the Planning, Programming, Budgeting, Executing, and Evaluation System (PPBEES) time line driven by the process. The second was drafting a regulation institutionalizing the PPBEES process. Through the PPBEES, the Library will improve the planning and budgeting processes and will manage resources more efficiently and effectively.

The PMED staff and the SPC worked collaboratively, leading to the development of the Annual Program Performance Plan (AP<sup>3</sup>) for each service and support unit. The AP<sup>3</sup> establishes the goals that help the Library move toward

achieving its strategic priorities and objectives. It is a tool for integrating the Library's operating programs with the budget process and for establishing the basis for evaluating Library operations in terms of efficiency and effectiveness. Fiscal years 1999, 2000, and 2001 are the prototype years for AP<sup>3</sup> implementation. The full implementation of the PPBEES process and its time line will begin in January 2000 with preparation of AP<sup>3</sup> for fiscal 2002. To bring the entire process into alignment and to develop working experience with the AP<sup>3</sup>, transition schedules for the fiscal 2000 and AP<sup>3</sup> cycles were developed as modifications to the standard time line. Those schedules will be executed in future fiscal years.

During fiscal 1999, the Internal Controls Audit Committee, with support from PMED, developed a comprehensive Management Control Program that is designed to provide reasonable assurance that the Library's system of controls adequately ensures efficiency and effectiveness of operations, reliability of financial reporting, and operational compliance with applicable laws and regulations. Beginning in fiscal 2000, PMED will coordinate implementation of the Management Control Program that covers financial and nonfinancial program activities.

During fiscal 1999, the PMED staff collaborated with the Financial Services Directorate, Office Systems Services, and Photoduplication Service on a project to determine the most effective and efficient way to manage the Library's Administrative Copier Program. As a direct outgrowth of that task force effort, the Library has now developed a standard template for conducting cost-benefit analyses. The template will prove valuable as the Library moves toward conducting full-cost business case analyses as the basis for Executive Committee decisions on resource allocation.

#### INFORMATION TECHNOLOGY SERVICES

During fiscal 1999, Information Technology Services (ITS) continued to work to improve congressional and public access to the Library's collections through the innovative application of technology. While maintaining and enhancing production systems and developing new systems, the ITS office continued to build a technology architecture designed to meet the Library's information technology needs into the twenty-first century.

Significant progress was made on both the Y2K Project Plan and the Computer Security Plan to ensure availability and integrity of the Library's computer systems and data after December 31, 1999. As of September 30, nearly all phases of systems analysis, testing, and implementation for Y2K compliance

had been completed for the Library's ninety-nine mission-critical systems. Working with the service units, the ITS staff completed Library-wide and unit-level business continuity and contingency plans and Day 1 guides. The Library's original computer security plan was revised and the Information Technology Security Plan for 1999–2000 was issued. The office continued to implement network security improvements consistent with recommendations of KPMG's program review of the CRS Legislative Information System.

The office instituted a major storage acquisition designed to meet the Library's future storage needs by increasing the available online storage by more than threefold. When fully implemented, the Enterprise Storage Network will provide extended and expanded connectivity, centralized management control, and high availability and performance. The ITS staff also provided centralized technical support to the service units in a migration from the locally supported Banyan servers to the NT servers housed and maintained centrally in ITS. More than 2,000 users now maintain constant connections to these enterprise-wide servers.

Progress was made in the transition to the new Legislative Information System (LIS) that ITS and the Congressional Research Service (CRS) developed for Congress in collaboration with House and Senate staff members. When the transition is complete, the Library will become the central repository of legislative information generated by legislative branch agencies. New applications added to the LIS this year included the CRS Products file.

In August, ITS installed a new release of the Inquiry Status Information System (ISIS 96) that tracked some 500,000 congressional requests received annually by the CRS staff. The new version significantly enhanced the user friendliness and the effectiveness of maintaining personnel and organization data.

On September 20, the ITS office put into production the new CRS Imaging System, an electronic document delivery service for Congress. The new system will be fully maintained by ITS, thereby allowing the Library to cancel a long-running support contract with IA Corporation, which will save the Library \$250,000 annually. A link was established between the new CRS Imaging System and the LIS.

The ITS office continued to provide technical support for the implementing of the Integrated Library System, including the installation of the Sun Ultra Enterprise 10000, and the conversion and load of data from the Library's existing online files. All told, ITS facilitated the final production load of 11,760,110 bibliographic records, 4,901,977 authority records, 25,735 patron records, 30,657 vendor records, and 54,862 purchase orders.

Use of the Library's online computer resources continued to increase. On av-



erage, 80 million transactions were recorded each month on all of the Library's computer systems throughout fiscal 1999, a 30 percent increase over fiscal 1998 usage. The legislative information system known as THOMAS continued to be an enormously popular resource, with more than 10 million system transactions logged on average each month. Use of the American Memory collections increased by more than 60 percent—from an average of 9.3 million monthly transactions during fiscal 1998 to 15 million per month during fiscal 1999.

The ITS office continued to play a crucial role in the Library's expanding presence on the Internet by providing enhanced technical support. In fiscal 1999, ITS staff members mounted eighteen new American history collections and scanned four new exhibitions to make them available on the Library's Web site. They also periodically updated the online version of the *American Treasures of the Library of Congress* exhibition to include rotating collection items.

At the beginning of fiscal 1999, the ITS office and the Copyright Office completed a data-modeling effort. The data model that was created will be used for future copyright automation development; will allow data sharing among the Copyright Office In-Process System, Copyright Office Publication and Interactive Cataloging System application, and the Copyright Office Registration, Recordation, and Deposit System (CORDS); and will enable a coordinated retrieval system.

The ITS office continued to provide technical support for the development of a Global Legal Information Network (GLIN), a cooperative venture between the Law Library and partners abroad to exchange legal materials in the vernacular over the Internet. During fiscal 1999, the ITS staff provided the GLIN system with a significant upgrade that is for the Law Library and that provides online input, update, and retrieval capability for the Law Library and all other users of the GLIN system. This new capability extends to all legal writings—including articles, opinions, and commentaries relating to current laws—that are in the GLIN system. The legal writing can be linked to the law summaries in the GLIN application so that users can automatically see the law on which the legal writings are based.

#### FINANCIAL SERVICES

During fiscal 1999, the Financial Services Directorate (FSD) received the third consecutive unqualified audit opinion on the Library's 1998 Consolidated Financial Statements; implemented Y2K compliant automated system changes; successfully formulated, justified, and executed the Library's budget; and implemented two Internet Web pages.

At the start of fiscal 1999, Library of Congress appropriations that are available for obligation totaled \$391.7 million, including authority to spend \$28 million in receipts, which was an increase of 3.8 percent over fiscal 1998 appropriations. On October 21, 1998, President Clinton signed an omnibus emergency spending bill that included \$17 million for Library security enhancements as part of a \$106.8 million U.S. Capitol Police Board package that improved physical security of the Capitol Hill complex.

The Library's budget request for fiscal year 2000 totaled \$416.8 million, including authority to spend \$33.1 million in receipts. The bulk of the requested increase covered mandatory pay and price increases. The Library requested funds for "automation building blocks," including the Integrated Library System (ILS), CORDS, and GLIN, as well as basic storage capacity and other system and workstation upgrades. Appropriation increases were requested to fund staff succession plans for the Congressional Research Service and Library Services, for improvements to collections security, for improvements in copyright registration and Law Library services, and for cassette book machines and new technology development of materials provided for people who are blind or physically handicapped. On September 29, 1999, President Clinton signed into law the bill that provided the Library with a fiscal 2000 appropriation of \$419,050,000, including authority to spend \$33.1 million in receipts, a net increase of 6.1 percent over fiscal 1999 appropriations.<sup>2</sup>

By year's end, the Library was well under way with implementing its multi-year planning and budgeting process, known as PPBEES. In fiscal 1999, the Library's traditional spending plan was replaced with a business plan, combining the financial elements of the spending plan (how the organization plans to spend authorized funds) with key program elements of the annual program performance plan (what the organization plans to accomplish with authorized funds). Together, these constituted a contract between the organization and the Library's Executive Committee. The directorate began the first evaluation cycle of the performance plans.

The Accounting Operations Section implemented performance standards and measures for invoice processing, which required 75 percent of invoices received for payment to be paid within thirty days of receipt of a proper invoice or delivery of the goods or service, whichever is later. In paying invoices for fiscal 1999, the office performed above this standard. For collections, at least 90

2. As a result of the Consolidated Omnibus Appropriations Act of 2000 (Public Law 106-113), signed by the president on November 29, an across-the-board spending cut of .38 percent reduced the Library's budget to \$417.5 million. The same legislation added \$10 million to the Library's appropriation for the Russian Leadership Program, bringing the total to \$427.5 million.

percent of payments were received within the allotted ninety days. Accounting Operations also implemented use of Citibank travel and purchase cards with minimal changes to existing policies and procedures.

The Financial Reports and Control Section prepared six sets of financial statements for audit: the Library of Congress Consolidated, the James Madison Council Trust Fund, the National Digital Library Trust Fund, the Cooperative Acquisition Program Revolving Fund, the John C. Stennis Center, and the Capitol Preservation Commission. All statements were prepared in accordance with either the new federal government or the new nonprofit accounting requirements, and all were successfully audited. A third consecutive "clean" opinion for the consolidated financial statements was issued by the accounting firm of Clifton Gunderson LLC.

The Disbursing Office, in partnership with the Accounting Division, implemented procedures to improve the collection of delinquent user and staff debt. As a result, outstanding receivables were significantly reduced. The Disbursing Office worked cooperatively with the Accounting Division and Contracts and Logistics Services to remain ahead of most other federal agencies in implementing electronic payment guidelines. At the end of fiscal 1999, approximately 94 percent of all Library payments were being made electronically. The Disbursing Office changed depository banks (from NationsBank to Riggs Bank) and improved investment reporting and information for both trust fund(s) managers and Investment Committee members.

During fiscal 1999, the Library's central financial system processed 152,645 documents that contained 223,230 lines of transactions. Purchase and payment transactions dominated processing with a combined total of more than 98,000 lines of transactions.

To ensure that FSD's systems were Y2K compliant, the Financial Systems Office upgraded FSD's computer workstations, converted FSD's server from Banyan to Windows NT, upgraded the Investment Management System, and upgraded interfaces with the U.S. Treasury and the Federal Reserve Bank. The FSO staff also developed an upload routine from OVOP, a Paradox system used to summarize Overseas Operations Division transactions. They developed a Web site that allowed vendors to log in to find information about the status of their invoices. A new Web site for Financial Services included information about financial statements, directives, budgets, and accountable officers. Finally, the staff worked with Library Services and Information Technology Services to develop an interface from the Integrated Library System to the Federal Financial System for vendor data and for obligation and payment transactions.

## HUMAN RESOURCES SERVICES

Throughout fiscal 1999, Human Resources Services continued its efforts to provide effective and responsive service in all functional areas and to set in motion plans to change the way its services will be provided in the twenty-first century. Teresa A. Smith was appointed director for Human Resources (HR) in June. Under her leadership, the Library accelerated its HR21 initiative, which was designed to enable the Library to compete successfully for highly qualified staff members; to retain high performers and to reward excellence and innovation; to train and manage staff members to achieve Library missions; and to make personnel administration more responsive, efficient, and effective. A Strategic Planning Group and a Hiring Improvement Group worked within tightly designed time frames to come up with recommendations for a new HR program, and with an achievable timetable for implementing new systems, programs, and procedures.

During fiscal 1999, the Employment Office's Staffing Group posted 347 vacancies and filled 227 positions, of which thirteen were mission-essential management positions at the GS-15 level and above. The Technical Services Group processed more than 4,000 competitive and noncompetitive personnel actions, including 489 accessions, 494 separations, and 105 retirements. Employment Office staff members continued to explore ways to reduce the time it takes to fill positions at the Library. They began discussions with the Office of Personnel Management (OPM) on the "HR Manager" program, which is a flexible and validated federal-sector hiring system that can dramatically reduce the time it takes to design, analyze, and fill a position. New procedures for hiring Library police were implemented during fiscal 1999, and thirteen selections were made from the initial posting. The second posting produced more than 300 applications. The Library Employee Automated Data System (LEADS), which was successfully piloted early in the year, was implemented Library-wide in September for electronically processing personnel actions. LEADS eliminated the need for manual processing.

The Library's Workers Compensation Program reduced charge-back costs to the agency by 23 percent in fiscal 1999. Compensable injuries decreased steadily, down approximately 13 percent from the previous fiscal year.

The Labor Management Relations Office (LMRO) negotiated reorganizations in the following: Cataloging in Publication Division; Facility, Design, and Construction; Library Services Operations Directorate; and the Cataloging Policy and Support Office. A major achievement affecting most areas of the Library was the quick and efficient completion of negotiations on the Integrated Library System (ILS), which enabled the system to be implemented on

time. LMRO staff members fostered a collaborative negotiation environment that resulted in timely completion of master contract negotiations with the Fraternal Order of Police. The staff also played a key role in bringing to fruition the implementation of several new programs and initiatives, including the Library's Mentoring Program; a long-term detail program for the Federal Library Information Center Committee (FLICC); several new security initiatives, including policies on card readers and personal belongings; and HR21.

The LMRO staff also continued to resolve approximately one-third of all grievances filed. The staff actively managed simultaneous negotiation of three separate master labor agreements and prepared for the reopening of a fourth. Management and labor worked closely to develop procedures for implementing the Metrocheck program, which began providing transit subsidies to Library staff members in October.

The Employee Assistance Group completed a comprehensive workplace violence policy that was adopted. The focus of daily operations continued to be on broad-based interpreting services for the hearing-impaired, management of the Library's awards program, coordination of the new employee orientation program, and confidential counseling services to staff members.

The Dispute Resolution Center completed its ninth year of operation under three negotiated agreements with the labor organizations and a regulation for nonbargaining-unit employees. The statistical data from the center indicate the usual high degree of activity: thirty-six cases were carried over from the previous year, with 101 new cases logged in fiscal 1999. Eighty-five cases were closed during the fiscal year, leaving a balance of fifty-two carried into fiscal 2000.

The Equal Employment Opportunity Complaints Office (EEOCO) began the fiscal year with an active workload of 146 cases. Forty-three new cases were added to that figure during fiscal 1999, and 73 cases were resolved. At the close of the fiscal year, EEOCO had 121 cases in various stages of processing. The records of 700 EEO cases (current and retrospective) were put into a new database during the fiscal year. This new system will maintain records of all discrimination complaints at the Library.

The Affirmative Action and Special Programs Office continued to provide affirmative action reviews and to coordinate the Affirmative Action Intern Program, awareness programs, cooperative education programs, disability employment program, and Federal Women's Program. The office administered clerical and typing tests, plus overseeing tuition support initiatives. A series of educational and cultural programs to promote appreciation for cultural diversity were held throughout the year. Distinguished legislators, community leaders, scholars, and artists delivered keynote addresses.

Since the enactment in 1992 of the Americans with Disabilities Act (ADA), the Library continues to carry out this major legislation, which has brought a profound, positive change for staff members, readers, and tourists who are disabled. A workshop titled "Who Is Disabled under the ADA?" with guest speaker Nancy Jones, legislative attorney, American Law Division, Congressional Research Services, was part of the Library's observance of Disability Awareness Month, along with a keynote speech by Senator Tom Harkin, (D-Iowa).

The Affirmative Action Intern Program's seven current interns completed their first year and are slated to graduate in March 2000. As the fiscal year closed, interviews were being held to select six additional interns by the end of calendar year 1999. Plans were under way to announce a new Affirmative Action Detail Program, which is designed to provide Library staff members with the opportunity to gain experience in performing numerous administrative or managerial duties.

The Federal Women's Program continued to provide educational programs to highlight the contributions of women in the workplace and to heighten awareness of a wide variety of women's issues. Women make up 54.5 percent of the Library's staff—8.8 percent above the national average for the civilian workforce.

The Library's long-standing Work-Study Program for local high school students had forty-seven participants during the fiscal year. In addition, twenty college students worked as volunteers in various areas of the Library throughout the year.

In March, the Library entered into a partnership agreement with the Hispanic Association of Colleges and Universities to participate in that group's National Internship Program. This cooperative effort is designed to provide Hispanic students with professional experience that enables them to make educated career choices. It exposes students to research, development, technology, administration, and the government environment, and it strengthens the relationship between government and relevant educational institutions while encouraging students to pursue federal careers. Six interns from colleges and universities across the country participated in the Library's inaugural ten-week summer program.

Across the nation, in public and private organizations known for their human resources "best practices," mentoring programs have become a primary way to share institutional knowledge and to improve the culture of an organization. Recognizing the value of this process, the Library launched its Mentoring Program during fiscal 1999 to establish mentoring as a valuable process for career development.

## INTEGRATED SUPPORT SERVICES

During fiscal 1999, Integrated Support Services (ISS) contracted for \$220 million in goods and services; completed several major renovations; facilitated staff and collection relocations; provided printing, graphics, postal, and freight services support to Library staff; and ensured the health and safety of Library staff members through the work of Safety Services and the Health Services Office.

After twenty years, most staff members from Contracts and Logistics Services (C&L) moved from the Landover Center Annex in Landover, Maryland, to the Library's John Adams Building on Capitol Hill, fostering closer coordination and communication with C&L customers.

The ISS office continued to support the Library as an active participant in the school donation program under Executive Order 12999. During fiscal 1999, C&L shipped 1,577 computers valued at \$3 million to sixteen schools throughout the United States.

To prepare the Library for implementation of the Automated Warehousing System in fiscal 2000, the C&L staff conducted a floor-to-ceiling records inventory at the Landover Center Annex. The system will be used to manage and control inventories in the Library's Landover Center and Taylor Street Annexes, as well as the Salt Lake City, Utah, and Cincinnati, Ohio, facilities of the National Library Service for the Blind and Physically Handicapped.

For customer convenience and to facilitate faster customer service, C&L opened a Self-Service Supply Store in the Madison Building in June 1999. The Supply Unit filled 1,680 requisitions at \$562,250. The Help Desk, which was implemented in November 1998, fielded more than 750 calls during the year to assist Library personnel in avoiding unnecessary spending, lost discounts, and high prices. The contracting staff of C&L benchmarked its business practices with industry standards. During the year, the cycle time for most types of procurement was reduced by 80 percent.

The reorganization of Facility Services was approved in May 1999. This reorganization more effectively groups existing resources to allow for a more efficient and effective operation of the space design, project coordination, and facilities management and labor support functions of the office. Implementation of the reorganization began in July 1999 and will continue into fiscal 2000 as key management personnel are brought on board.

Facilities Services undertook a major project to physically realign the work spaces of the Congressional Research Service to reflect CRS's organizational realignment. Renovation of the Coolidge Auditorium and of the Motion Picture, Broadcasting, and Recorded Sound Recording Lab and Green Room were

completed this year. A new food service contract was awarded to the Sodexho-Marriott Corporation for the Library's Capitol Hill building complex. New occupancy agreements were negotiated with the General Services Administration for the Landover Center and Taylor Street annexes and for the Suitland Film Vaults.

Office Systems Services continued to meet the printing, postal and freight services, and records management needs of Library staff. The new series of printing programs offered through the Government Printing Office enhanced the Printing Management Section's purchase capabilities for color printing, color copying, tab dividers, and business cards. Decreased turnaround time and cost estimate simplification resulted in increased efficiencies and in higher levels of services for customers. The Postal Services and Freight Services units maintained existing service levels despite the additional responsibility for processing Copyright Office outgoing mail and increased security measures requiring X-ray of all incoming mail and freight packages. The Records Management Section expanded its electronic forms pilot project, thereby making more than eighty forms available to participants at their workstations. A Y2K-compliant software package titled *Correspondence Control Manager Plus* was procured to eliminate duplicate logging, to standardize all screens, and to provide faster and more efficient correspondence tracking.

Safety Services monitored the Library's lost-time injury rate. The Library finished the year with a lost-time injury rate of 1.3 injuries per 200,000 hours worked, which was lower than the established goal of 1.4. The Library of Congress Emergency Management Program was revamped to include designating a duty emergency manager, establishing checklists for police technicians, and streamlining evacuation and reporting procedures. Safety Services modernized and improved the safety inspection and hazard identification process. All administrative work was transferred to a computerized format, and reports and replies are now transmitted electronically. A computerized system was implemented to track hazards from identification to correction. Safety Services also negotiated and entered an agreement with the U.S. Public Health Service to provide professional ergonomic support, industrial hygiene services, and professional health consultation to the Library.

The Health Services Office (HSO) provided acute care to approximately 12,000 Library employees and visitors. The HSO staff potentially saved lives on-site through HSO's emergency response services. Through its participation in the American Red Cross Bloodmobiles, 1,000 pints of blood were donated by Library staff members.

The office continued its mission of reducing work-related injuries, minimizing medical-related productivity losses, and promoting wellness. Through case



management and cooperative efforts with the workers' compensation manager, the charge-back costs for medical treatment and compensation for the Library dropped by 5 percent (\$37,000). By providing on-site allergy shots, flu inoculations, and blood pressure monitoring, HSO saved the Library more than 16,000 hours of work time that would have been lost through use of sick leave to visit off-site providers of health care.

Expanding the semiannual blood-screening program, the Health Services Office now includes the CA-125 test for ovarian cancer, echocardiogram test for heart function, and thyroid metabolism test. Participation in the program was 20 percent higher than in fiscal 1998. HSO staff members also presented an assortment of preventive and health education programs on topics such as breast cancer, stroke, heart disease, allergies and asthma, and rheumatoid arthritis. They provided mobile mammography screening, glaucoma screening, and smoking cessation classes. To enhance the Library's emergency readiness, HSO trained 103 police officers in first aid and CPR, as well as 32 lay rescuers in heart-saving techniques.

The annual wellness fair drew a record number of staff members and featured thirty-four vendors offering bone density screening for osteoporosis, massage therapy, glucose testing for diabetes, hearing screenings, fitness demonstrations and counseling, healing touch, blood pressure screenings, nutrition counseling, cancer education and counseling, and stroke screening with Doppler ultrasonography.

#### LIBRARY OF CONGRESS INTERNAL UNIVERSITY

Created in August 1997, the Library of Congress Internal University (LCIU) seeks to improve service to Congress and the nation by developing the Library's management and workforce knowledge and skills for the twenty-first century. It also promotes individual and organizational excellence.

During its second year of operation, the LCIU coordinated more than 380 classes and conducted many special programs. It partnered with the Library's Office of Information Technology Services to provide internal instructors for 152 computer training classes.

The LCIU staff, in consultation with the Training and Development Advisory Board, the Library's service units, and the executive committee, developed and published the *Library of Congress Mission-Critical Education and Training Matrix*. The training matrix identifies thirty-seven Library mission-critical courses, as well as numerous service courses tailored to meet individual service unit needs.

In its efforts to reinforce facilitative leadership skills, the LCIU staff devel-

oped and conducted "Teams in Action," a phase 2 course. The LCIU also continued the "Team Excellence Award" program to recognize facilitative leadership team successes.

The LCIU staff continued to offer support to the service units to meet their specific training needs. Examples included the following: First, the staff sponsored a contractor-provided course in federal appropriations law for the Budget Committee. Next, the staff provided training in PC-Tare (the system used for maintaining time and attendance records) in-house at a reduced rate, thereby saving the service units significant training dollars. Finally, the staff provided the Financial Services Directorate with an Accounts Payable course.

The LCIU staff orchestrated a quarterly "Leadership Lecture Series," which provided a forum for all managers and supervisors to learn about current trends in effective leadership practices and techniques from top corporate managers, government leaders, and leadership scholars. Presenters included Sarah A. Long, president-elect of the American Library Association.

In partnership with the Integrated Support Services, the LCIU staff initiated a pilot to provide to management and other staff members those self-assessment instruments that will be used in creating a planning process for individual development. The staff also initiated planning for a Mentoring Pilot Program.

During the year, the LCIU continued its long-standing relationship with the Catholic University of America's School of Library and Information Science by coordinating the effort to offer four graduate-level courses to Library staff members. The LCIU's support for special internship programs included the Soros Foundation-Library of Congress Intern Program, which hosted twelve librarians and information specialists from Central and Eastern Europe and Central Asia, and the Hispanic Association of Colleges and Universities National Internship.

In an effort to keep Library management and staff members informed, the LCIU developed and maintained an Intranet home page, used various forums such as Town Hall meetings to provide staff briefings on training, and initiated a bimonthly newsletter. The LCIU also sponsored an open house that was attended by more than 300 people.

A comprehensive analysis of LCIU's core processes resulted in developing a reorganization plan, which was approved on September 30, 1999.